



FREE TASTER

Free taster

Manager Skills: Giving Feedback

A practical first step from the course: seeing what feedback your team is actually hearing from you

About 20 minutes to read and try. You will need your diary, emails and messages from the last two weeks.

Name

Date

STARBUCK & ASSOCIATES

COACHING & LEADERSHIP DEVELOPMENT

WHAT THIS IS

For managers and team leaders

Manager Skills: Giving Feedback is a short online course for managers and team leaders who want feedback to feel less awkward and more useful, for them and for their team.

It helps when you find yourself putting off a conversation, when your praise feels polite but empty, when feedback gets a defensive reaction, or when you are not sure what your team really thinks of your own leadership.

How it works

Five short video lessons, each with a knowledge check, a workplace task for the week and a practical tool in the course workbook. About 2.5 learning hours in total, with 12 months' access and a certificate of completion.

What is inside

LESSON	WHAT YOU GET
01 Why feedback matters and goes wrong	The common traps, and Tool 1: Feedback audit.
02 Recognition that lands	Specific, sincere recognition, and Tool 2: Recognition log.
03 Developmental feedback with SBI	Situation, behaviour, impact, and Tool 3: SBI feedback planner.
04 The feedback conversation	Listening and handling reactions, and Tool 4: Conversation guide.
05 Building a feedback habit	Feedback on yourself, and Tool 5: Team feedback rhythm plan.
Knowledge checks	Five questions after each lesson to help the ideas stick.
Course workbook	Lesson summaries, reflection questions and all five tools.
Certificate	A certificate of completion when you finish.

HOW TO USE THIS TASTER

Read page 2, then complete your own feedback audit on page 3 using the last two weeks of real work. Page 4 shows where the full course goes next.

Why feedback matters and goes wrong

Feedback is information about how someone's work or behaviour is landing, shared so they can do more of what works and adjust what does not. It is a mirror, not a verdict on the person.

When people hear nothing from their manager, they rarely assume all is well. They fill the silence with their own story, which is often more negative than the truth. Most managers know this, yet still hold back, worried about upsetting someone or damaging a good relationship. Holding back rarely protects the relationship. It usually just delays the conversation.

Three familiar traps

TRAP	WHAT IT LOOKS LIKE	WHAT TO DO INSTEAD
Too late	Points saved up for the annual review, weeks after anyone can remember the detail.	A quick word within a few days, while it is fresh.
Too vague	"Great job." "You need to be more proactive."	Say what you actually saw, and the difference it made.
Too wrapped	The real message sits between two compliments, so the person hears the praise and misses the point.	Keep recognition and development as separate, clear messages.

EXAMPLE

Sam has noticed for a month that Leah's weekly reports arrive late. Sam says nothing, planning to raise it at her review. Leah, hearing nothing, assumes the reports are fine. When it finally comes up, she is surprised and asks, fairly, why nobody told her sooner.

A two minute conversation in the first week would have been easier for both of them. The answer is to make feedback small, timely and ordinary.

YOUR TURN

Your feedback audit

Use your diary, emails and messages from the last two weeks, not your general impression. Be honest: nobody else needs to see this.

Exercise 1: What did each person hear from me?

TEAM MEMBER	RECOGNITION I GAVE	DEVELOPMENTAL FEEDBACK I GAVE	WHAT I HELD BACK

Exercise 2: How does my feedback usually land?

MY FEEDBACK IS USUALLY	RARELY	SOMETIMES	OFTEN	ALMOST ALWAYS
Given within a few days of what happened	☐	☐	☐	☐
Specific about what I actually saw	☐	☐	☐	☐
Clear, not wrapped up in other messages	☐	☐	☐	☐
Balanced between recognition and development	☐	☐	☐	☐

Exercise 3: What does this tell me?

Where are the gaps: which people, and which kind of feedback?

What is one piece of feedback I will give this week that I have been holding back?

Where the full course takes you

The audit shows you where the gaps are. The rest of the course gives you a simple way to fill them, one lesson and one real conversation at a time.

- 1 Recognition that lands.**
How to make praise specific and sincere, fit it to the person, and spread it fairly, with a recognition log to use across a week.
- 2 Developmental feedback with SBI.**
Situation, behaviour, impact, the model developed by the Center for Creative Leadership, plus a question that turns feedback into a conversation.
- 3 The feedback conversation.**
Opening well, listening, handling defensive, upset or silent reactions, and agreeing next steps the other person owns.
- 4 Building a feedback habit.**
A regular rhythm for your team, feedback between colleagues, and how to ask for and receive feedback on yourself.

Who gets most from it

Newer managers who want a clear, simple approach from the start, and experienced managers who know feedback matters but find they still put it off or feel it does not land.

HOW PEOPLE USE IT

Most people take one lesson a week and use the tool straight away in a real conversation. The workbook becomes a place to plan before a tricky conversation and review afterwards.

Some managers take the course alongside colleagues and use the team feedback rhythm plan together.

What I am going to do

Two or three small changes that you actually make will do more than a long list you never start.

My three actions

WHAT I WILL DO	WHEN	WHO I WILL TELL

Coming back to this

Put a date in your diary about a month from now and answer these three questions.

What has changed since I did this taster?

What did I not get to, and what got in the way?

What am I carrying forward?

READY FOR THE FULL COURSE?

Manager Skills: Giving Feedback

Five short video lessons, each with a practical tool and workplace task, to help you give recognition that lands, raise developmental points clearly and build a feedback habit in your team.

£49 per person, one-off, inc. VAT

Enrol at academy.starbuckassociates.com/courses/manager-skills-giving-feedback

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